# Doing the Right Things

## REDCOM Priorities & Alignment

CDR Greg LeGore

REDCOM Mid-Atlantic COS

15 November 2003

# Why is REDCOM changing?

- Prior emphasis:  If you don't call us, we won't *bother* you

- When REDCOM staff calls, RESCENS should be glad that teammates are calling
- Presumption (and reality) should be alignment of priorities, goals, and effort
- Current methods often allows / causes people to work against each other
  - Example:  HM2 managing NOEs v. DH managing billets, assignments, orders, end-strength

# Where we are going

- All personnel within REDCOM
  - Full and part time
  - Military and civilian
- Work as one team
- Accomplish the most critical mission that defines REDCOM internally & externally:
  - Support SELRES so that they can support the active duty commands

# Should we be proactive or reactive?

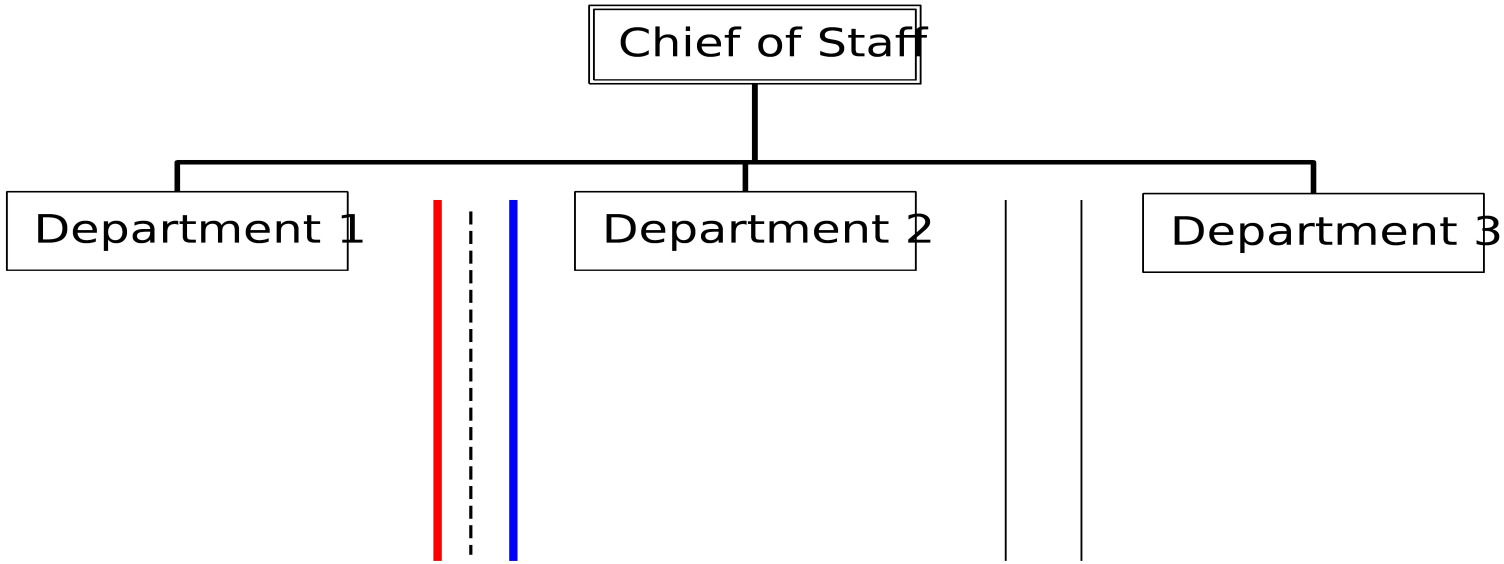
Be proactive - prevent problems rather than cleaning up afterward

- Less expensive in time and effort
- Less damage to teams and careers
- “Sink or swim” is a terrible way to treat people
- Leaders have a positive obligation to help people succeed – give them tools, methods, authority, responsibility, priorities, process knowledge

# Readiness is our middle name

- Readiness
  - Medical and dental
  - Mobilization (e.g., legal, p.2)
- Mentoring, accountability (includes awards), evals and FITREPS on time
- Everything else

# Current structure creates problems and inhibits custom service




Customers must determine which processes they need to use, how to use them, who they must contact, and more. Nobody in the organization has responsibility to “take care” of customer’s needs, especially across departmental or process boundaries, so that desired outcome occurs and so that customer feedback is obtained and applied.

# Customers need…

- The organization to help them determine what they really need
  - Desired output/outcome from the organization
  - Interaction with the organization
- How to access the processes
- How to interact with the processes
- How to get the desired output/outcome
- Ability to provide feedback to improve current and future interactions

# How do we do this?

- Organize around customer needs
  - Core process(es) that define the REDCOM to customers and others
  - Focus upon output/outcome rather than input/program/resource
- Organize with teams, not individuals
  - More redundancy and resilience
  - Organization, not customer, aligns & connects processes, programs, resources, personnel

# What does this look like?

Team A – Small RESCEN Team

Personnel Readiness and Integration Team

Team B – Large RESCEN Team

CTO + IT Management Team

Information Technology and Knowledge Management Team

Deputy CIO and Knowledge Management Team

Team A – Small RESCEN Team

Facilities, Logistics, Supply Support Team

Team B – Large RESCEN Team

# Team details

Personnel readiness & “use” life cycle: recruit, assign, prepare (med, training), use (IDTT, AT, Mob/Demob), retain

Personnel Readiness and Integration Team

N1, Health Services, N3, N7, NCC

Technology life cycle: acquisition, use, disposal

Information Technology and Knowledge Management Team

Knowledge life cycle: acquisition, storage, use, disposal

All support not provided by PRI & IT/KM Teams

Facilities, Logistics, Supply Support Team

Accountability - Comptroller

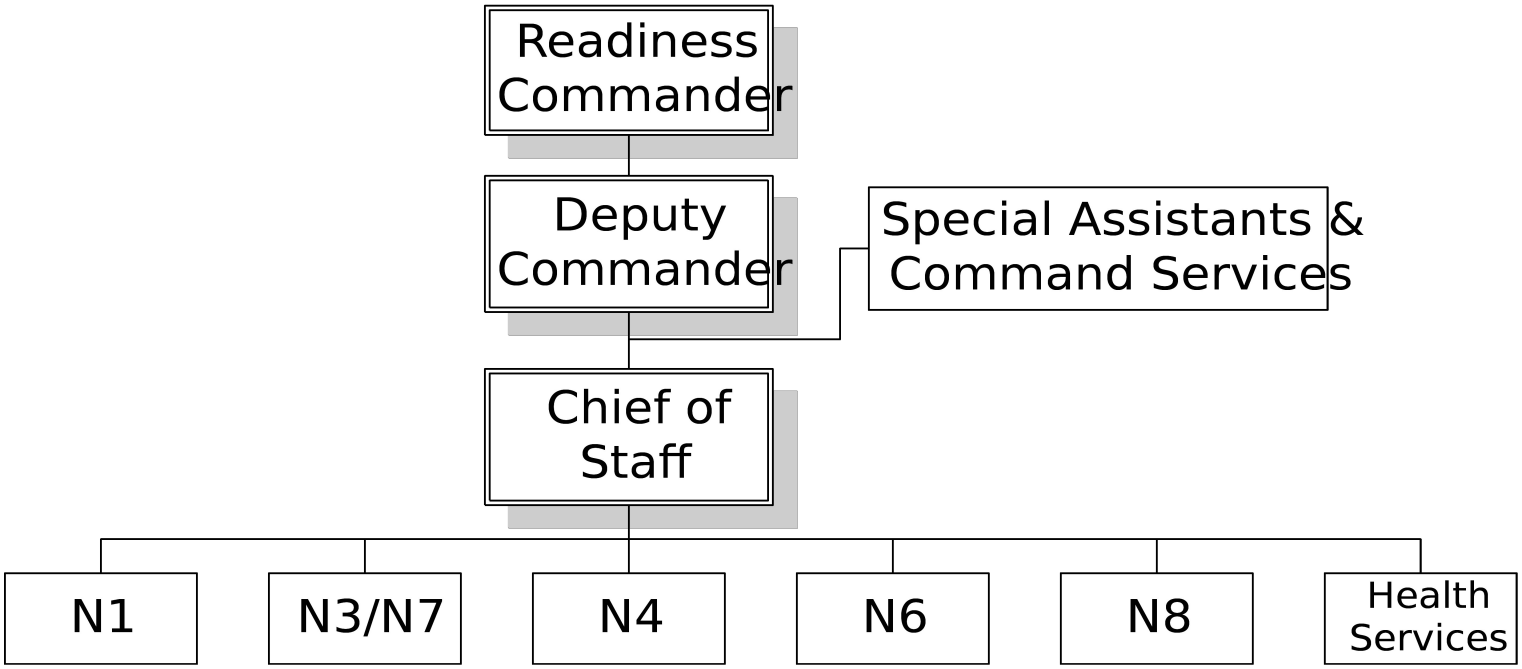
# Example - Personnel Readiness and Integration Team

Team A – LCDR James (Team leader), YNC Remigio, NCC Wittnebel, Cindy Dupree, Eliott Loving, YN1 Grell, PN1 Steigerwald, YN2 McCummings, YN2 Mills, HM2 Butler

Personnel Readiness and Integration Team – Leader: DME

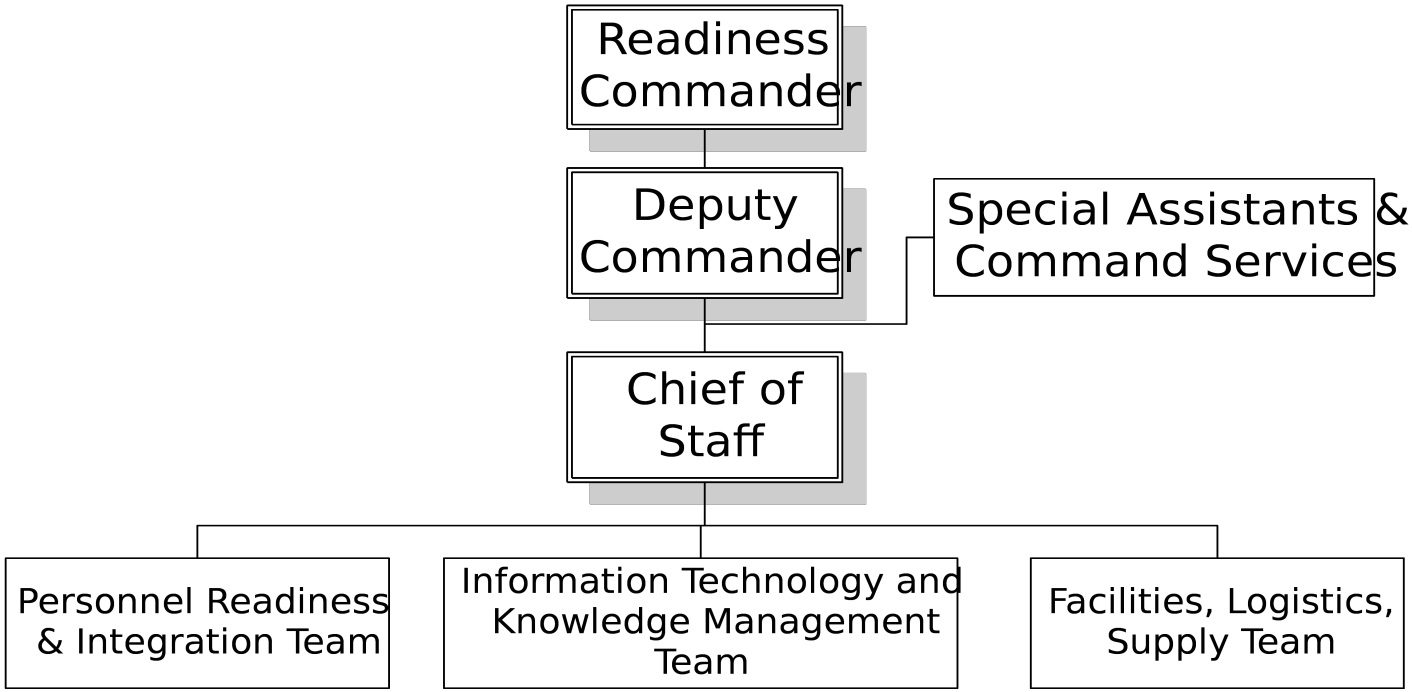
Team B - LCDR McGonigle (Team leader), PNC Rudd, HMC Cruse, NCC Wittnebel, Renee Doster, YN1 Middleton, PN1 Dillon, YN2 Williams

# Current organization




This exists to ensure, via program and project management, efficient use of inputs rather than quality of output & outcomes (service)

# Proposed organization




This is organized to provide complete life cycle management and focuses upon quality of output and outcomes (service)

# Why knowledge management

- We carefully manage IT & other “things”
- We DON’T manage facts, info, knowledge

# We need knowledge to act effectively and wisely

- Fact: Australian Drs. discovered that certain patients' ulcers were unexpectedly cured
- Information (fact + context): Doctors learned that each patient had recently used antibiotics & that the bacterium H. pylori causes ulcers
- Knowledge (information + action): Only after a nationwide campaign did doctors routinely use antibiotics, not dietary & lifestyle changes, to treat ulcer patients

# What happens to the rest of REDCOM staff?

- Commander, Deputy, DME, Special Assistants, CMDMC are unchanged

- Command Services remains (e.g., YNCS Romero, YN2 Lee) but gets smaller

# Costs & problems of reorganizing

- Requires much effort & planning
- Requires culture change to accept team rather than individual organization
- New organization may not work better
- Team leaders and members require training
- Need to align metrics with processes

# Savings & benefits of reorganizing

- Better customer service:
  - Organization, not customer, aligns & connects processes, programs, resources, personnel
  - Focuses upon outcomes, not inputs
- Faster, more complete staff work
  - Eliminates “dead space” between departments
  - Eliminates stovepipes that require actions to be adjudicated by front office
  - Reduces decision and action cycle time
- Improves organizational resilience via cross training

# Proposed schedule

15 Nov 03: Present reorganization concept

17-30 Nov: - Gather feedback from staffs and SELRES

- Develop comm/PAO plan

Dec: - Evaluate & incorporate feedback

- Obtain RADM Clark's approval

- Re-brief all stakeholders

- Start internal & external comm/PAO plan

# Proposed schedule

Jan: - Delineate core processes & teams

- Assign staff to teams
- Teams draft charters
- COS, Deputy, N00 approve charters
- Carry out comm/PAO plan

# Proposed schedule

Feb: - Teams map/streamline core processes

- Teams develop process SOP

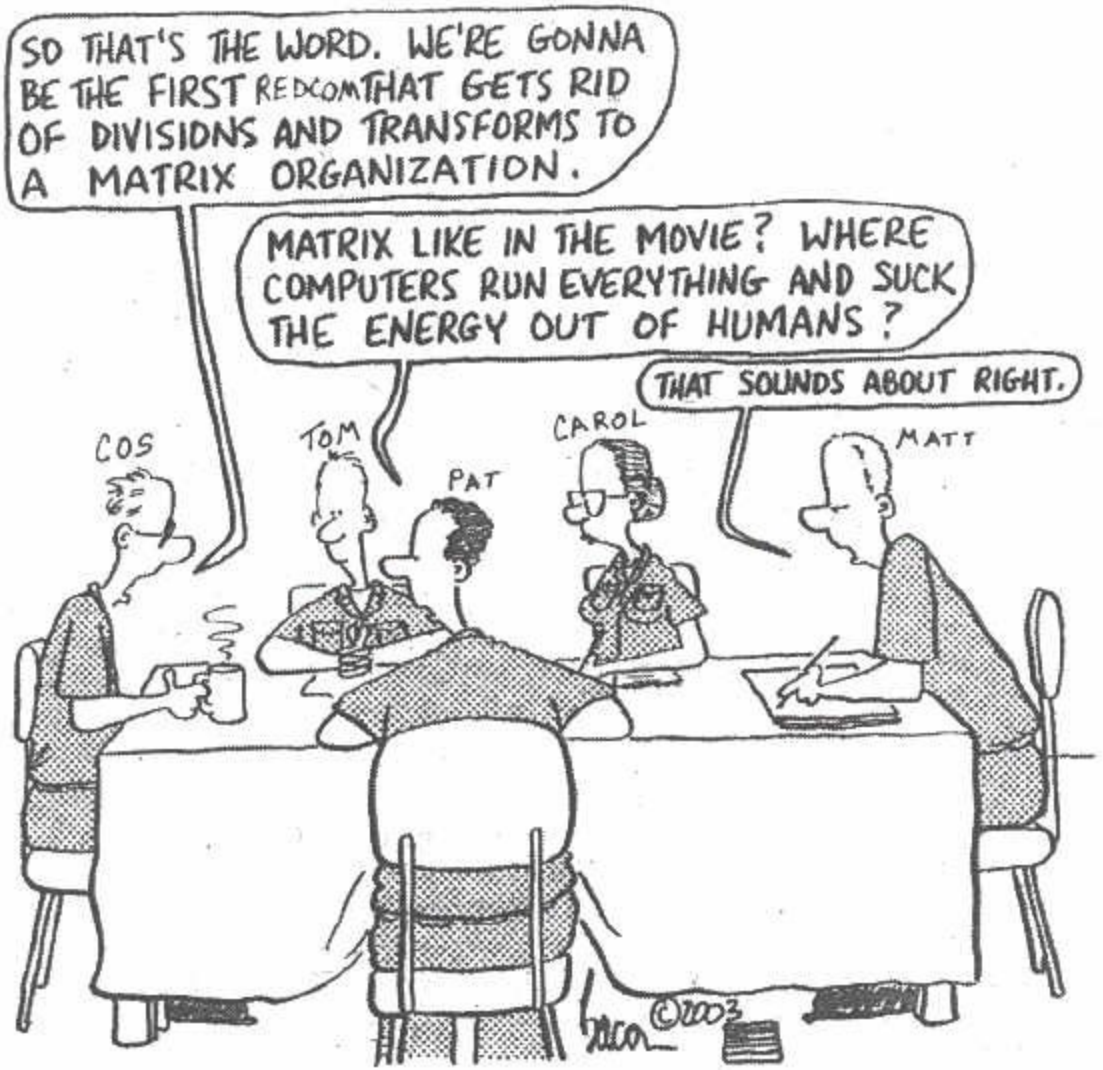
- Teams train to carry out SOP

- Reassign collateral duties if appropriate

Mar: - Implement core process teams

- Dissolve departments

**Broadside** ® by Jeff Bacon


SO THAT'S THE WORD. WE'RE GONNA BE THE FIRST REDCOMTHAT GETS RID OF DIVISIONS AND TRANSFORMS TO A MATRIX ORGANIZATION.
MATRIX LIKE IN THE MOVIE? WHERE COMPUTERS RUN EVERYTHING AND SUCK THE ENERGY OUT OF HUMANS?
THAT SOUNDS ABOUT RIGHT.
COS
TOM
PAT
CAROL
MATT
©2003

# Questions?